



MR. BANNERMAN   
for information

  
REGISTRY

MEMORANDUM FOR: Executive Director-Controller

THROUGH : Deputy Director for Support *13/8K26* 18955

SUBJECT : Review of Agency Placement Program

REFERENCE : Action Memo A-415 dtd 31 Jul 64, same subject

1. I have made a thoughtful review of the Agency's External Placement program and am submitting this memorandum in response to the numerous management and policy questions expressly raised or implied in referenced memorandum. Recommendations concerning the program are contained in paragraph 9.

2. First with respect to the charter of the Outplacement Branch, Agency regulations neither establish an organization nor require the performance of such a function. Nevertheless such an activity and organization was established some five or six years ago when it was unofficially recognized that CIA would have to "manage" its attrition if it was to maintain a corps of employees properly balanced as to needed skills, properly and effectively motivated and available to satisfy worldwide work responsibilities.

3. The problems encountered and the care taken in the development of policies and personnel management practices which will lead to an effective management of Agency attrition without destruction of morale and our career service concepts are of course well known to all of us. We have had some successes and some failures. Our voluntary age 60 retirement policy has been significantly successful to date. Our "701 program" for the separation of surplus personnel was successful as a manpower device but not in terms of morale or current social values. The selection-out of submarginal personnel has been highly successful although it has seemed harsh to some when the reviews have disclosed years of managerial neglect and procrastination. We are now seeking additional ways and means of ameliorating the impact and hardships inherent in programs of managed attrition. We are seeking special retirement legislation which will give immediate annuities to many whose careers should be cut short in the best interests of the Agency. Of major importance is a new program still under development which aims at the thoughtful annual review by each Career Service of its least effective performers. The objective, of course, is to bring about significant improvement in performance or the separation of such individual early in his career.

4. As evidenced above, CIA management appears to be fully convinced that it cannot offer full 30 to 35 year working careers to a significant portion of its employees for numerous reasons relating to the conditions of service inherent in some of our missions. Equally important, CIA management is convinced that it must not put up with even a normal proportion of mediocrity and passivity in its staffing but must strive continuously to develop an employee body with superior qualifications. This calls not only for stringent selection standards but the identification and separation, through appropriate means, of those who demonstrate inadequate career growth or develop unacceptable qualities.

5. It is against this background of developing Agency management policy that I now evaluate our Outplacement program. Tab A outlines in chronological order the full nature and scope of our present program. It, perhaps, is apparent that the program is based on the philosophy that the individual must decide what fields of endeavor he wants to enter and that he must make the effort to help himself. We can guide, counsel, assist, suggest, and provide source leads but it is the man himself who must apply for and win the job. Wendell Hayes is the head of the Department of State Professional Placement Service and in the Department of State Newsletter No. 29 of September 1963, under the title After Retirement, What? he says, "But we have no plan tree here. Job hunting is work for both retired officers and the Placement Service. We can only help them do what they want to do." We are utterly convinced that people must find their own jobs and the last thing the Agency should do is to seek jobs for specific individuals unless we are placing them for operational reasons. We have not therefore attempted to develop a system of personal introduction such as we understand [redacted] is exploring on behalf of the Glandertine Services. Mr. Hayes tells us that he feels the individual must make the contact, leaving Hayes, then, in a better position to respond to inquiries than to make an original recommendation which permits him to better emphasize those qualifications of specific interest to the prospective employers--the latter being a key point in our handling of outplacement cases.

6. We noted above that neither the function nor the organization for Outplacement is accorded official recognition or status in the Agency regulations. As attested by work we are doing and the procedures we have developed, mentioned above as appearing under Tab A, we have necessarily arrived at the following functional statement for working purposes:

"Furnishing advice and assistance to all categories of CIA personnel on external employment opportunities. Assistance includes advising on job opportunities in employee's specialty and/or fields of endeavor which provide a 'transition' for Agency developed skills; advising on developing pertinent resumes and records of Agency employment; assisting in making employment referrals to government and industrial concerns; directing individual clients in their 'employment search' research efforts; and maintaining close liaison with clientele in order to assist in the resolution of various related personnel-security-cover matters."

I would hazard the guess that this would not be far from the charter under which Mr. Hayes operates at State. The Chief of our Outplacement Branch, [redacted] is in frequent touch with Mr. Hayes and in fact has again discussed their common problems with him since the receipt of reference to the Action Memo. These conversations confirm that we have the same problem. Mr. Hayes has, including conversion of skills for civilian employment, geographical restrictions placed by the job seeker, and a degree of suspicion by prospective employers of the real reason he is separating, even for retirement, the employee we are sponsoring. Our clientele includes a broader variety than State's in that we assist clerical as well as officer personnel, and our internal varieties are wider in that our cases have included staff agents with complex cover problems, some of whom in fact have been interviewed and counseled at safe houses, and we assist terminated employees as well as resignees and retirees.

7. The Newsletter article says that a letter from Deputy Under Secretary for Administration, William J. Crockett, has been sent to a few thousand potential employees informing them of the work the Professional Placement Service is doing and the qualifications of the Department's retiring officers. Although we considered proposing a similar letter for Agency use, Mr. Hayes advised us that there had been no useful response to their effort; this advice, coupled with our own general experience suggesting that such "broad-sides" are ordinarily not productive, led us to abandon the idea. Another new approach which has not been sufficiently staffed out to warrant a formal recommendation at this time, is to explore an arrangement with the Ford Foundation which has a program for the support of industrial executives in retraining for teaching. With a firm and agreed Agency policy position, we perhaps could discuss with the Ford Foundation (possibly jointly with Mr. Hayes who is also interested) a proposal that they expand their program to include some of our people.

8. The Executive Director-Comptroller has also questioned whether the present staffing authorization of the Outplacement Branch is adequate to meet projected work load. We have analyzed the probable work load and conclude that we can handle this coming year's problem with the present staff. Tab 3 presents our analysis of the figures.

9. We believe that this program should be kept under close scrutiny to ensure that it is doing the job intended and that new methods are adopted whenever indicated and feasible. Through consultation with others in the same field of work and continuing attention to our own problems, the program should be improved and refined. It is our view that no drastic action is called for at this time to enlarge the program or its supporting staff--barring, of course, unforeseen changes. However, we believe it would clarify matters and give this function an appropriate official basis to include it in the Agency's regulatory issuances. Consequently, it is recommended that the Agency make the interim policy determination that all employees leaving the service, with certain exceptions, be offered the assistance of Outplacement service essentially as has been discussed above and that the Director of Personnel be directed to prepare Agency regulatory material formally providing for such service, the necessary organization and program. The exceptions are employees guilty of such reprehensible behavior or actions that outplacement assistance is unwarranted and indefensible and those persons who are merely seeking advancement by job jumping from one agency to another. As a safeguard it is contemplated that a weekly report will be sent Eyes Alone to the Director of Personnel naming each person seeking outplacement assistance so that unusual cases can be looked into in conjunction with the Career Service and command line officials concerned.

/s/ Emmett D. Echols

Emmett D. Echols  
Director of Personnel

Attachments: 2

Distribution:

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1 - ER

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1 - DEP/Ops Services

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OP/POD/ [ ] nc (15 Sept 64)

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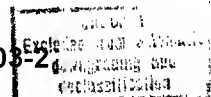
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INTERNAL PROCEDURES FOLLOWED IN ASSISTING OUTPLACEMENT CLIENTELE:

1. Arrange with cognizant Agency career service representatives to accept employee client for outplacement assistance. Clients are accepted on the following basis: surplus, retirees, marriage to alien, sub-competent performance, family or personal health reasons affecting mobility, contract terminations of career agents, staff agents, contract employees.
2. Interview and discuss employment interest with client.
3. Review employment and educational backgrounds of client.
4. Discuss with client his assets and weaknesses in terms of the current employment market.
5. Arrange for psychological testing with Assessment and Evaluation Staff and follow up with them on possible vocational interests that such tests might reveal.
6. Discuss "cover" problems with client and mutually agree on the best employment history to be used in order to most quickly achieve external employment objective. Coordinate with OCS and OS in order to establish firm Agency employment position.
7. Initiate Federal and industrial employment search campaigns by:
  - a. Outlining Federal competitive examinations procedures, ascertaining availability of appropriate "open" examinations, advising client on examination filing procedures, handling Agency referencing and subsequently making client referrals to agencies seeking qualified specialists.
  - b. Advising on changing employment trends in government and industry, development of new types of careers, best manner in which to develop a "slanted" resume or Form 57, finalizing and having applications reproduced, initiating an exploratory correspondence campaign, furnishing individual job leads as developed, advising on reasonableness of specific offers, and handling Agency reference responsibilities.
8. Establish and maintain contacts with various professional societies and associations having national headquarters in Washington to maintain current information as to availability of specialized professional positions; utilizing their lead source directory services as well as those of the Research Division of the Washington Board of Trade, U. S. Chamber of Commerce, U. S. Department of Commerce, etc., for developing organizational data for subsequent job lead source contacts. Periodically contacting various local industrial and research organizations in order to explain the purpose of the CIA Outplacement Program and develop individual job leads for clientele, many of whom prefer to remain in the Washington, D. C., area.

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18 September 1964

Colonel White:

STAT [ ] and I have gone over this paper on outplacement and raised two minor points which were: The last sentence in the memorandum which provides for a weekly report Eyes Alone to the Director of Personnel naming each person seeking outplacement assistance so that unusual cases can be looked into; the other question concerns paragraph 7(a) of Tab A which provides for the Personnel Officer to outline Federal competitive examination procedures ascertaining availability of appropriate "open" examinations, etc. We thought this might again raise the question of Civil Service status based on Agency employment.

We returned the paper to Personnel and they have sent it back to us without changing either of these passages. Having no strong feeling about either, I recommend that you initial and forward to the Executive Director.

V.T.  
VRT



4 September 1964

Sally:

Re the attached - at [ ] request

STAT

I obtained an extension of deadline for submission  
of a paper to ExDir to 18 September.

STAT

[ ] said this is something that

Echols wishes to discuss with Colonel White before  
forwarding. Would you make a note of this. (Helen

STAT

[ ] also has a reminder for an early discussion  
with Colonel White.)

Miriam

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INFORMATION



REGISTRY (File)

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DD / S R E G I S T R Y

F I L E *Record 17*

6 AUG 1964

MEMORANDUM FOR: Director of Personnel

SUBJECT : Review of the Agency Placement Program

REFERENCE : Action Memorandum No. A-415 dtd 31 July 64  
fr ExDir-Compt, same subj

In regard to the reference, paragraph three, I suggest that you spell out the activities of the Placement Branch and clearly indicate your capability in handling the outplacement program. As I recall, the Inspector General's report questioned the size of the Placement Branch as being in excess of its requirements. Please consider this aspect in your preparation of a reply. Further, your judgment on the volume of outplacement actions would be pertinent, and particularly whether you feel Action Memorandum No. A-410 of 27 July 1964 will appreciably increase the volume of actions. Please note the deadline for response to the Executive Director-Comptroller of 21 August.

/s/ L. K. White

L. K. White  
Deputy Director  
for Support

## Attachment:

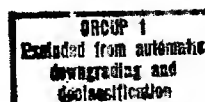
Referenced Action Memorandum (DD/S 64-4188)

ADD/S:RLB:fp

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Executive Registry

60-5410

OFFICE OF THE DIRECTOR

Action Memorandum No. \_\_\_\_\_

A-415

Date \_\_\_\_\_

TO : Director of Personnel  
VIA : Deputy Director/Support

SUBJECT : Review of the Agency Placement Program

REFERENCE: *DIPERS*  
Memorandum from the ~~DD/S~~ dated 18 May 1964, subject  
Review of the Agency Outplacement Program

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1. Although the reference contains considerable data and figures on Placement Activities, I am still not convinced that the Agency is supporting a Placement Program that is fully capable of meeting the challenge that it will shortly be facing. Action Memo No. A-410, which I signed on 22 July 1964, calls for a greater reduction in on-duty strength levels. If we are effectively to accomplish this and maintain our strength levels through sound management procedures, it is essential that we have a first-rate placement program. This means that we must be able to offer all the help possible to each individual who is leaving the Agency for whatever reason.

2. The type of action (the survey ) that the Chief of Operational Services is undertaking strikes me as very constructive because it will lead to placement actions that will meet some of our unique requirements. This is the type of action I have in mind.

3. I do not feel that paragraph 4 of Action Memorandum A-367 has been adequately answered. Please let me know precisely what the charter of the Placement Branch is and precisely what services the Placement Branch is prepared to offer the various categories of departing personnel. How does this program measure up to the one

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conducted by the Department of State? Basically, I wish to know if we are really preparing ourselves to give the type of placement service that our management policies call for. In addition please let me have your recommendations on how we can more effectively approach the various problems of placement.

4. This memorandum is in no way intended to find fault with the present activity of the Placement Branch. What I am questioning is whether the Office of Personnel and Agency management is setting its sights sufficiently high in regard to a placement program. Please let me have your response by 21 August.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director

cc: DDP/Operational Services  
D/BPAM

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Sol. White  
Some ideas that  
may resolve a  
"faulty premise"  
J3

AMW

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6 August 1964

MEMORANDUM FOR: Colonel White

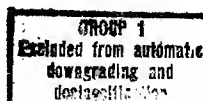
25X1 In connection with the attached Action Memorandum No. A-415 to the Office of Personnel and Action Memorandum No. A-410 of 27 July, "Reduction in On-duty Strength Levels," I question whether there will be any serious increase in outplacement actions. The ceiling table at the present time is [ ] and by 30 June 1965 the Agency must reduce to [ ] 25X1  
This represents a reduction in strength of only [ ] positions during the 25X9  
remainder of this Fiscal Year which, in my opinion, will easily be met by normal attrition. I see no mass exodus. The further ceiling limitation for Fiscal Year 1966, to be accomplished by 30 June 1966, is [ ] 25X1  
which represents a further reduction of only [ ] positions. I feel that this can be 25X9  
absorbed by normal attrition, all other requirement factors remaining equal. On top of this, the action alone within the DD/S in the printing service-type functions on a contract basis will be a significant step in meeting the ceiling reductions.

Paragraph 2.c. of Kirk's Action Memo A-410, "Substandard Performance," will generate some action but this will be limited and these are cases that are hand-tailored all the way.

My analysis of this may be faulty, but I feel that we are being asked to make reports or render studies of what I consider to be a faulty premise, namely, a stepped-up outplacement program. I think judgment from the Office of Personnel in this matter might clarify the air and perhaps eliminate some memoranda trying to answer a possibly unanswerable question.

[ ] 25X1  
R. L. Bannerman

Attachments:  
As Stated



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DDIS 64-2799

MEMORANDUM FOR: Executive Director-Comptroller

18 MAY 1964

Personnel 27

THROUGH : Deputy Director for Support

14/2/64 5119

SUBJECT : Review of the Agency Outplacement Program

REFERENCE : Action Memorandum No. A-367, dtd 22 April 1964

1. In response to reference, this memorandum provides for your information a review of the Agency's outplacement activity and capability.

25X9

3. Staffing

The Outplacement Branch, Personnel Operations Division is staffed with four professional personnel officers and one secretary. Based on current functions assigned to this Branch, it is estimated that this staff can handle a monthly new case load of 40. We estimate that an additional counsellor would be needed if the average rose by 10 to 15 but such an increase appears unlikely.



**SUBJECT: Review of the Agency Outplacement Program**

(In addition to the outplacement function, this Branch handles reference inquiries regarding present and former employees and the administrative arrangements for the detail of employees to and from other agencies. The reference activity involves appropriate coordination with the operating element concerned, the Office of Security, and Central Cover Staff.)

**4. Outplacement Sources**

**a. Developed by Outplacement Branch**

Up to now, the Outplacement Branch has found that 50-60% of its clients have preferred other Federal employment to industrial or academic opportunities. Also, most of them have desired to remain in the Washington, D. C., area or, in some cases, to go overseas. For this reason, the focus of our source development effort has been on other Federal agencies and also on private research and developmental organizations in this area. However, increasing tightness of the Federal market will make it necessary to develop other sources.

**b. Support from [ ] other Agency Elements**

The Outplacement Branch has not received any large degree of support from other Agency elements. We believe this is primarily a reflection of the quality of clients offered rather than an indication of any reluctance on the part of these elements to assist in placing a candidate whom they could fully endorse. We believe that the people who will become available under our early retirement program will be of a generally higher caliber and that greater assistance from these elements in assisting them will be feasible.

**c. Special Clandestine Services Program**


We are attaching a memorandum from the Chief, Operational Services, DDP describing a survey now being made by [ ] to locate employment opportunities for Clandestine Services Officers who might be released.

5. We believe that we are adequately staffed to handle the Outplacement load that might result from our early retirement legislation and that we have the sources for locating employment opportunities for these people. There are, however, two points which we would like to make:

a. We cannot assure appropriate reemployment to all who might desire it nor can we promise to get jobs for the people who will leave the Agency. We can offer leads and suggestions, assist in preparing job resumes highlighting an individual's most marketable skills and, in some cases, offer the endorsement of an Agency official to a prospective employer. In the final analysis, however, it is the man himself who must get the job and, in most cases, this means that he must be willing to get out and pursue the suggestions that are made to him.

**SUBJECT:** Review of the Agency Outplacement Program

b. At least as important as our Outplacement assistance, we believe it is essential that pre-retirement counseling be offered to our "early retirees." Employees who now become eligible for optional retirement under the Civil Service Retirement System are notified 5 years in advance of their eligibility for retirement, and offered assistance at that time in beginning to make their plans in preparation for retirement. In the initial implementation of our proposed early retirement program, we will not have this much lead time, but we shall make every effort to establish a system of early notification and counseling to these people.

  
*for* Emmett B. Echols  
Director of Personnel

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Attachment: A/8

Distribution:

- 0 & 1 - Addressee
- 1 - DD/S *SUBJECT*
- 1 - C/POD
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OD/Pers/ sac (18 May 1964)

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(CLASSIFICATION)

DO/S 64-2363  
FILE REGISTRY  
64-2915

**OFFICE OF THE DIRECTOR**

Action Memorandum No. **A-367**

Date **22 April 1964**

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TO : Director of Personnel

VIA : Deputy Director/Support /s/hgl 23 Apr 64

SUBJECT : Review of the Agency Placement Program

REFERENCE:

1. I would like to review at this time our placement capabilities and procedures since I foresee the growing importance of this Program as we execute our separation procedures more effectively. Also we should be fully prepared for the time when our Early Retirement Legislation is enacted into law.

2. In particular I wish to make certain that we will be able to handle quickly and effectively the cases of all individuals who will require this assistance. I would like to know how many individuals are assigned full time to the Placement Branch, how many cases the Branch currently handles each month, how many additional cases it could handle without increased personnel and how effective the Branch has been in placing our people in various types of jobs. In particular what is the record of the Placement Branch in finding jobs for individuals who left the Agency in the 701 Program?

3. A point that should receive special attention in your response is the extent to which the Placement Branch seeks, and receives, the assistance of various Agency offices having contacts with potential employers; such offices might be OC/Contact Division, [redacted] etc. I recognize that proper channels and adherence to sound security practices must be used if these offices are involved, but I believe that if we are meticulous in preparing the dossiers of individuals seeking jobs, we should not hesitate to approach

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potential employers with whom we might have a special relationship. By following a practice of complete honesty and objectivity, various employers will, over a period of time, come to welcome the opportunity to review our candidates. Once Early Retirement Legislation is enacted, there will be a considerable increase of men and women leaving the Agency who will have considerable attraction for various commercial firms, government agencies, and educational and other institutions.

4. Since the Agency placement effort will be an increasingly important one, I believe we should make certain that our placement program will be equal to the job. Please advise me of any suggestions you have on how our separation program can be improved and of any special problems encountered. I would like to receive your comments and suggestions by 13 May.

(signed) Lyman B. Kirkpatrick

Lyman B. Kirkpatrick  
Executive Director

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TRANSMITTAL SLIP		23 April 1964	
TO: Mr. Lloyd			
ROOM NO.	BUILDING		
REMARKS:  Recommend your initials on memorandum to D/Pers.  VRT			
FROM:			
ROOM NO.	BUILDING	EXTENSION	

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8 April 1964

MEMORANDUM FOR: Deputy Director for Support  
THROUGH : Director of Personnel  
SUBJECT : Outplacement Statistics

*Superseded by  
DDS 64 2363  
18 May 64  
And to Exec Dir  
VF*

1. This memorandum is for information only.
2. During the briefing of yourself and your staff on the activities of Personnel Operations Division, you asked me to provide some figures on the activities of the Outplacement Branch.
3. Attached are copies of reports prepared to show the activities for fiscal year '63 and the first half of fiscal '64. In that 18-month period,  successful placements were accomplished. It should be noted that many of the self-referral clients (as in the "701" exercise) know in advance that they will become management referrals; hence, though they might have become an official referral, the fact that they jumped the gun gets them recorded as self-referrals. Our statistics do not specifically identify the number of such cases unfortunately.
4. It is also worth noting that the Outplacement Branch furnished reference support and examination answering service  additional Agency employees who found employment in other Federal agencies during the past 18 months. These are people who are not assisted by Outplacement and on whose cases some action had to be taken--often for cover reasons.

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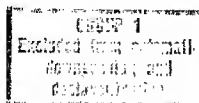
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Chief, Personnel Operations Division

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<b>CENTRAL INTELLIGENCE AGENCY</b> <b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS	DATE	INITIALS		
1	Director of Personnel 5 E-56 Headquarters	9 April	JHP		
2	Deputy Director for Support 7 D-18 Headquarters				
3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		X	INFORMATION	SIGNATURE	
<b>Remarks:</b>					
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FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Chief, Personnel Operations Division/OP 5 E-67 Headquarters				4/8/64	
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